

## **JOB STRESS AND PERFORMANCE: AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO TEACHERS WORKING IN HIGHER EDUCATIONAL INSTITUTIONS IN CHAMARAJANAGAR DISTRICT**

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### **ABSTRACT**

Teaching is perceived as the oldest and noblest of all professions. In the process of education, teachers occupy an important position, A teacher is the medium through which educational objectives and plans can be actualised. For this, the teacher must have sound, mental and physical health. Stress is common in every aspects of human walk. It is a universal phenomenon and now- a-days no organisation can claim to be stress free. Every job is challenging and more demanding. Each job requires high standard of performance, high quality and getting aspirations and expectation fulfilled. Every employee is forced to have a stressful and hectic lifestyle. The topic “Job Stress and Performance: An empirical study with special reference to teachers of higher educational institutions in Chamarajanagar District” was selected with the overall purpose of finding out the causes of job stress and their impact on performance of teachers. Further, the study also aimed to find out how they struggle with stress in higher educational institutions. Work environment involves the factors like working hour, work culture, Benefits, people, Recognition and Motivation and many more. By choosing working environment as a factor, the objective of the study is to identify the impact of working environment on occupational stress among teachers working in higher educational institutions. The data were collected from primary and secondary sources. A questionnaire was used to collect primary data from faculty members of different higher educational institutions in Chamarajnagar district. A sample of 100 faculty members working in higher educational institutions in Chamarajnagar district was considered for the study. The sample included assistant professors and associate professors. Percentage analysis and ANOVA were used as tools for the study. Bar diagram and Pie Figures were also used to represent statistical data. The result of the analysis indicates that, the teachers working in higher educational institutions work under pressure and suffers with occupational stress because of poor working environment.

**KEYWORDS:** Higher Educational Institutions, Teachers, Stress, Job Stress, Performance

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### **Article History**

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### **INTRODUCTION**

Stress is a universal phenomenon and now- a-days no organisation can claim to be stress free. Every job is challenging and more demanding. It requires high standard of performance, high quality in work and getting aspirations and expectation fulfilled. Every employee is forced to have a stressful and hectic lifestyle. If he/she fails to meet, he/she faces stress and other psychological problems.

Employees stress is becoming a universal concern. It is no longer taken as a private problem that should be managed alone. It is currently considered an issue that needs to be tackled by the employer, industry and nation as a whole. When an individual faces an imbalance in psychological and behavioural response needed to cope with stress, it can become a detrimental risk factor for health. Thus, stress can affect physical, mental and social well-being, with consequences for both the person and the society.

Employees suffer with work related stress most commonly when there is a disproportion between the workload and the productivity of the individual to meet those demands. Improper work environment, management problems, relations with colleagues all contribute to the stress factor. Associations between employees stress and mental health are commonly made, despite the inability to show a direct association between the two. This is because; a majority of the diseases commonly attributed to stress have multiple other causes. The effects of employees stress may be physiological, cognitive, emotional, behavioural or a combination of all four.

## LITERATURE REVIEW

Wetzels Martin Et.Al (2000) conducted Antecedents and consequences of role stress of retail sales persons, examine the causes and effects of role stress in retail organisations both the employees and the customers. The result shows that both formulation and empowerment reduce role ambiguity. The impact of empowerment of role ambiguity is relatively stronger than the impact of formulation on role ambiguity. The researchers make conceptual framework with the help of this variables such as empowerment, formulation, role ambiguity, role conflict, organisational commitment, commitment to quality and perceived service quality. Role ambiguity is negatively associated with both organisational commitment and commitment to quality.

Palmer Stephen Et.Al (2004) In the study of A model of work stress emphasis on the specific relevance of workplace risk assessments which help educate and inform all personnel, mainly managers, human resources, health, safety and welfare professionals. The researchers have included a model of organisational stress has emphasised the relationship between work-related stress hazards, individual and organisational symptoms of stress, negative outcomes and financial costs. The researchers identify the six hazards demand, control, support, relationship, role and change.

Coetzer J.W. & Rothmann.S (2006) Occupational stress of employees in an insurance company, have found that major causes of stress such as job insecurity, pays and benefits in insurance company. Physical ill health has significant related to the workload, job characteristics, and control and psychological health has related to work life balance, work relationship. The study shows that the major difference in occupational stressors, organisational commitment, and ill health concerned clerical employees.

Elin Thunman (2006), Managing stress: A matter of pro activity or trust? A thematic study of female- and male-dominated Swedish work settings, aimed to understand the way in which employees' stress is perceived and managed in female- and male-dominated sectors, characterised by new management-oriented steering methods. The study highlighted that a logic emphasising proactivity was more prevalent at the female-dominated workplace, while a logic emphasising trust was most prevalent at the male-dominated workplace. Both logics perceive self-management and self-realisation as ways to manage stress, but in the proactive regime, self-management and self-realisation tend to turn into new modes of exploitation.

Mark Wickham & Simon Fishwick (2008) revealed the following information from their study, the effective management of non-teaching staff' work-life balance (WLB) requires organizations to identify and account for the range of work and non-work roles that affect their non-teaching staff' Working-lives. Despite the literary attention given to the

‘work life balance’ in recent years, however, contemporary researchers still note the concept’s inadequacy both in terms of its definition and administration. Accordingly, human resource managers should consider better representing the non teaching staff” point of view in their management of work life balance.

Hettie A. Richardson, Jixia Yang, Robert J. Vandenberg, David M. Dejoy, Mark G. Wilson, (2008) "Perceived organizational support's role in stressor-strain relationships". Emphasised to examine when perceived organizational support (POS) may be more likely to play a mediator versus moderator role in stressor and strain relationships by considering POS relative to challenge and hindrance stressors, cognitive/emotional and physical strains. The results of study indicated that POS mediates relationships between hindrance stressors and cognitive/emotional strains, but does not mediate relationships between challenge stressors and physical strains. POS does not moderate any of the relationships examined.

## **STATEMENT OF THE PROBLEM**

Higher education institutions are large, complex, adaptive social systems like all other human organizations. Over the last decade, Higher Education in India is facing a number of challenges and potential threats to effective learning and teaching support. Education creates human capital which is the core of economic progress and assumes that the externalities generated by human capital are the source of self sustaining economic process.

But in India, the correlation between people and higher education is not up to the mark. The increasing youth population can be a great asset if potential employability is brought to completion. Conversely, if we fail to provide education and employment then it will open a downside gate for Indian economy. It is important here to quote that faculty members have to play a major role in tuning the students towards bright future and this facilitates the need to work freely without any stress.

The topic “Job Stress and Performance: An empirical study with special reference to teachers of higher educational institutions in Chamarajnagar District” is selected with the overall purpose of understanding the phenomenon of stress among faculty and to find out the impact of working environment on Job stress and to identify how they struggle with stress operatively and strategically in higher educational institutions. The study intends to identify the main stressors and their consequences.

## **OBJECTIVES OF THE STUDY**

- To study the reasons for occupational stress among faculty members of higher education.
- To recognise the impact of working environment on job stress
- To identify the correlation between job role and stress
- To identify the physical reactions faced by the employees due to high level of Stress
- To examine the correlation between stress and performance of the employees

## **HYPOTHESES**

This study assumes the following hypotheses;

- **H1:** There exists a significant relationship between poor working environment and Job stress
- **H2:** There is a correlation between job role and level of stress

- **H3:** Job insecurity leads to more stress
- **H4:** Higher the stress lowers the performance

## RESEARCH METHODOLOGY

### Study Area

The present study is carried out in Chamarajanagar district of Karnataka state, India.

### Data Types and Sources

The present study is conducted considering Primary data collected through well designed Questionnaire from teachers working in Higher Educational institutions in Chamarajanagar district of Karnataka state. Further, necessary Secondary data is collected from various websites, Books, Magazines and Journals..

### Sample Design (Size and Method)

The present study has the sample size of 100 respondents and the respondents are selected randomly from Teachers working in Higher Educational Institutions in Charahanagar district.

### Data Analysis Tools and Techniques

Percentage analysis and ANOVA were used as tools for the study. Bar diagram and Pie Figures were also used to represent statistical data.

## ANALYSIS AND INTERPRETATION

In any Educational Institution, Job Stress is influenced by various factors pertain to work environment. As such, during survey, various factors influencing Job stress among the Teachers working in Higher Educational Institutions were observed during data collection from the respondents from Chamarajnagar district. After analyzing these factors,

### DATA ANALYSIS AND INTERPRETITION

- **Percentage Analysis:** Age is a key factor in identifying the level of stress. For the purpose of the study, age was classified into different categories like 20 to 30 years, 30-40 years, 40-50 years and above 50 years. The selected sample consists of 38 (38 %) respondents in the age group of 20-30 years, 24 (24 %) respondents in the age group of 30-40 years, 22 (22 %) respondents in the age group of 40-50 years and 16 (16 %) respondents in the age group of above 50 years. The distribution of the sample respondents according to their age is shown in the following Table.
- **Interpretation:** Figure 1 represents out of 100 respondents, 38 Respondents come under the age group of Less than 30 years, 24 respondents come under the age group of 30 to 40 years, 22 respondents come under the age group of 40 to 50 years and 16 respondents come under the age group of Above 50 years.
- **Interpretation:** Figure 2 represents out of 100 respondents, 14 Male and 24 Female Respondents (38 Respondents) come under the age group of Less than 30 years, 6 Male and 18 Female Respondents (24 respondents) come under the age group of 30 to 40 years, 8 Male and 14 Female Respondents (22 respondents) come under the age group of 40 to 50 years and 8 Male and 8 Female (16 respondents) come under the age group of Above 50 years.

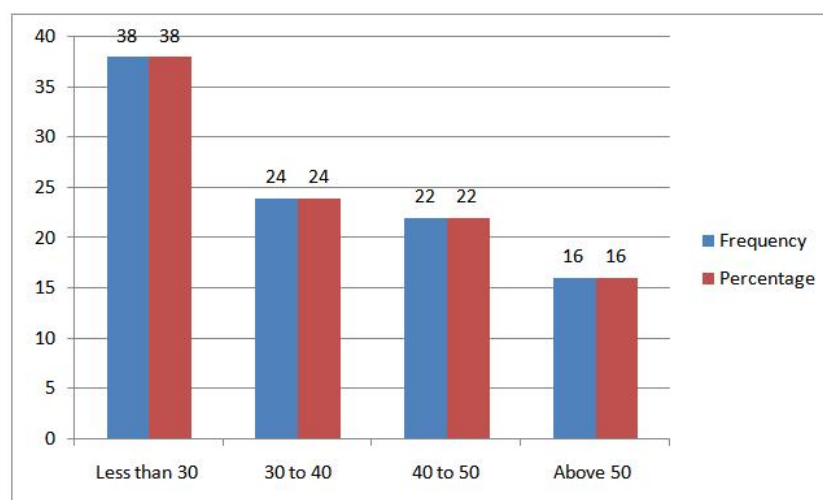
- **Interpretation:** Figure 3 indicates out of 100 respondents 110 responses indicate Strongly Agree, 174 responses indicate Agree, 113 responses indicate Neutral, 137 responses indicate Neutral, 137 responses indicate Disagree and responses indicate 66 strongly disagree.

Table 4 shows that, the calculated F value (5.652) is greater than the table value (3.938) and the result is significant at 5 % level. Hence the alternative hypothesis “There exists a significant relationship between Poor working environment and stress” holds good. According to the above analysis there is a significant relationship between Poor working environment and Stress.

- **Result – H1:** There exists a significant relationship between Poor working environment and stress is proved.
- Table 4 shows the Pearson’s correlation (.470) is greater than 0.01 levels, hence, the alternative hypothesis “There is a correlation between job role and level of stress” holds good and there is a correlation between Job role and Stress.
- **Result – H2:** There is a correlation between job role and level of stress is proved.
- Table 5 shows the F value (2.087) is less than the table value (2.699) and the result is not significant at 5% level hence, there is no significant relationship between Job insecurity and stress.
- **Result – H3:** Job insecurity leads to more stress is not proved.
- Table 6 shows the analysis, the F value (3.989) is greater than the table value (3.938) and the result is significant at 5 % level. Hence, increased stress results in decreased performance.
- **Result – H4:** Higher the stress lower the performance is proved.

**Table 1: Percentage of Respondents According to Age**

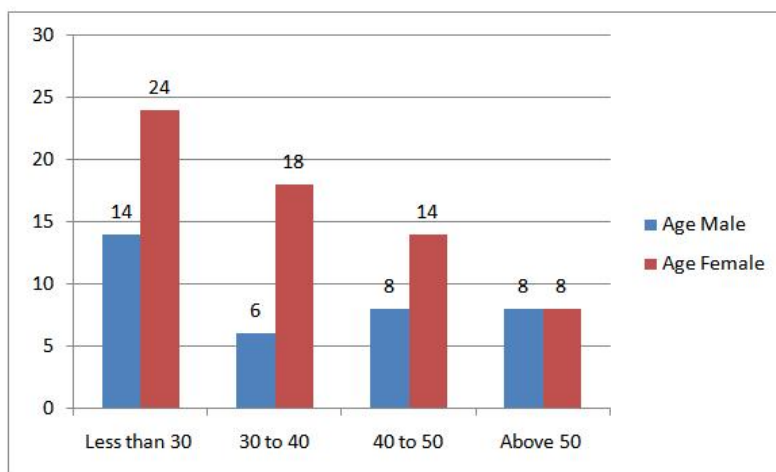
Sl. No	Age (in years)	Frequency	Percentage
1	Less than 30	38	38.0
2	30 to 40	24	24.0
3	40 to 50	22	22.0
4	Above 50	16	16.0
<b>Total</b>		<b>100</b>	<b>100</b>



**Figure 1: Percentage of Respondents According to Age.**

**Table 2: Percentage of Respondents According to Age and Gender**  
**Age \* Gender Cross Tabulation**

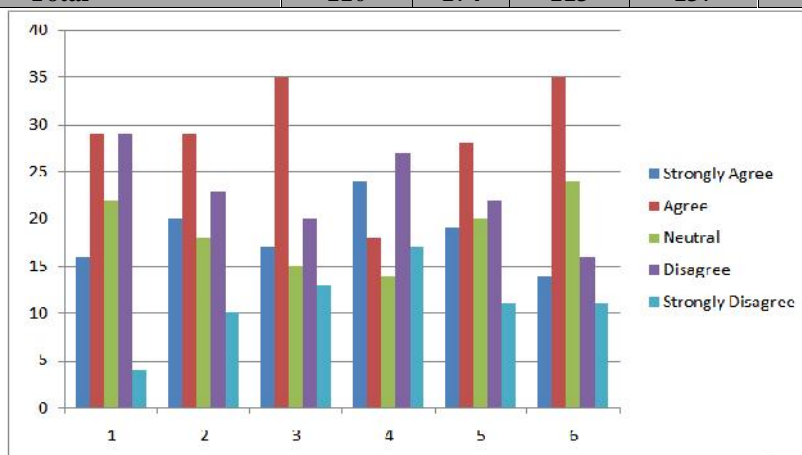
Age	Gender				Total	Percentage
	Male	Percentage	Female	Percentage		
Less than 30	14	38.89	24	37.5	38	38.0
30 to 40	6	16.67	18	28.12	24	24.0
40 to 50	8	22.22	14	21.88	22	22.0
Above 50	8	22.22	8	12.5	16	16.0
<b>Total</b>	<b>36</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>100</b>	<b>100</b>



**Figure 2: Percentage of Respondents According to Age and Gender.**

**Table 3: Consolidated Opinion of Respondents**

Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Role conflict leads to stress	16	29	22	29	4	100
Lack of support results in stress	20	29	18	23	10	100
Poor work environment leads to stress	17	35	15	20	13	100
Job insecurity leads to stress	24	18	14	27	17	100
Poor pay prospects results in work related stress	19	28	20	22	11	100
Excess of control leads	14	35	24	16	11	100
<b>Total</b>	<b>110</b>	<b>174</b>	<b>113</b>	<b>137</b>	<b>66</b>	<b>600</b>



**Figure 3: Consolidated Opinion of Respondents.**

**Table 4: The Analysis of Working Environment and Stress**

Anova					
Source	Sum of Squares	Degrees of Freedom	Mean Square	F value	LOS
Between Groups	7.553	1	7.553	5.652	Significant @ 5% level
Within Groups	130.957	98	1.336		
<b>Total</b>	<b>138.510</b>	<b>99</b>			

**Table 5: The Analysis of Correlation Between Job Role and Stress**

		Age	I Have to Play More Than One Role
Age	Pearson Correlation	1	.470(**)
	Sig. (2-tailed)		.000
	N	100	100
I have to play more than one role	Pearson Correlation	.470(**)	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Table 6: The Analysis of Job Insecurity and Stress**

Anova					
	Sum of Squares	Degrees of Freedom	Mean Square	F value	LOS
Between Groups	7.407	3	2.469	2.087	Significant @ 5% level
Within Groups	113.593	96	1.183		
<b>Total</b>	<b>121.000</b>	<b>99</b>			

**Table 7: The Analysis of Relationship Between Higher the Stress Lower the Performance**

Anova					
Total	Sum of Squares	Degrees of Freedom	Mean Square	F value	Level of Significance
Between Groups	231.801	1	231.801	3.989	Significant @ 5% level
Within Groups	6363.109	98	64.930		
<b>Total</b>	<b>6594.910</b>	<b>99</b>			

## FINDINGS OF THE STUDY

When the teachers required playing more than role, it results in role conflict which leads to stress according to the study. In Overall study area, the most influential factors or the causes which results in Job stress are role conflict, Poor pay prospectus, Job insecurity, Excess Control and poor working condition. Relating to hypotheses, the findings are as shown below;

**Table 8: Findings of the Study**

Sl. No.	Hypotheses	Findings	Result
1	<b>H1:</b> There exists a significant relationship between poor working environment and Job stress	Hypothesis is proved	There is a significant relationship between Poor working environment and Job stress
2	<b>H2:</b> There is a correlation between job role and level of stress	Hypothesis is proved	There is a correlation between job role and level of stress
3	<b>H3:</b> Job insecurity leads to more stress	Hypothesis is not proved	There no relationship between job insecurity and stress.
4	<b>H4:</b> Higher the stress lower the performance	Hypothesis is proved	Increase in stress decrease in performance



## SUGGESTIONS

The study revealed that the major cause for stress of teachers in higher educational institutions is poor working environment. High level of stress affects the individual directly and through that stress, the institutions also suffer. Therefore efforts should be made to overcome the negative consequences of stress. To a very great extent the stress can be controlled by creating a supportive climate, which primarily focuses its attention on participation and involvement of employees in decision making process. Such a climate develops belongingness among teachers, which in turn benefits the institutions.

## CONCLUSIONS

The experience of stress at work is to a large extent affected by the level of control they have over their working condition / pressures. The result of the study revealed that 75 % of respondents always have pressure because of poor working environment involving poor relationship at work place, role conflict, poor pay prospectus, strict control and restrictions. The study also reflected that majority of the respondents have opinion that their efforts are not recognized in the Institution.

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